



NEWS

The Development Partnership : Management Consultants : DP NEWS 03 : AUGUST 2007



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A one day event on 10 October 2007 at the new Wembley Stadium conference centre

Two years after we published our report for the CIPD on the outcomes of an action research programme on implementing more strategic HR, we are now finalising our report on a second programme of research. This is based on our collaborative work over the last year with 9 public sector organisations at various stages in the process of developing aspects of their HR function.

The aim of this second Fit for Business consortium was to tackle strategic HR issues, share practical experience and participate in a programme of learning events. At these events practitioners explored key issues for HR such as improving leadership, developing talent and managing performance, as well as developing the HR function and greater business partnership. At the heart of this work was the changing relationship between HR and people managers. This reflects new HR structures, changed responsibilities for people issues and the delivery of business results. We explored issues under our 7 Fit for Business themes:

Goals: What needs to be in place for strategic HR to become a reality?

Results: How do we demonstrate the value that HR is adding to the business?

Performance: How do we ensure that effective people management practice is enacted through the line?

Teamwork: How should HR best engage with the business and work in partnership?

Technique: What should HR be doing to add real value?

Fitness: How can we build the competence and confidence of

the HR function?

Physique: How can we best embed HR operating models and processes?

The project had the support of the Chartered Institute of Personnel & Development (CIPD), the Improvement & Development Agency (IDeA), and Professional People Managers Association (PPMA). It offered an innovative approach of value to both the organisations and individuals involved.

The central and local government organisations involved were: British Transport Police, Crown Office & Procurator Fiscal Service, Department for Work & Pensions, Food Standards Agency, Health & Safety Executive, HM Revenue & Customs, Leeds City Council, National Audit Office and the Royal Borough of Kingston.

To share the learning from the consortium we are running **a one-day event on 10 October 2007 at the new Wembley Stadium conference centre. Our theme for the day will be 'Developing Strategic HR Fitness'.**

We aim to make the day both practical and fun and we want people to go away feeling energised and ready to tackle their strategic HR issues from a fresh perspective. We will be hearing from key note speakers Roger Black, the 400m World Champion and Olympic Medal winner and Martin Tiplady, HR Director of the Metropolitan Police, as well as showcasing the work of the consortium in a series of 'workout sessions'.

A brochure and booking form for the event is available on our website: www.the-dp.co.uk

Editor's Message

Welcome to the 2007 issue of DP News. The big issues for HR this year have been developing talent, performance management, HR transformation and HR partnership working. At The Development Partnership, we have been working with our clients to address some of these important issues affecting the contribution HR can make to business strategy and creating solutions that are workable and deliver value for money results.

This year we continued the success of our first Fit for Business consortium with another collaborative project, working with 9 public sector organisations to look at current strategic HR issues. We hope you will be able to join us for our one-day event at Wembley Stadium on 10 October 2007 to launch the second Fit for Business report, produced in conjunction with the CIPD.

The Development Partnership also celebrated its 15-Year Anniversary in March, which we celebrated in style.

We hope you enjoy reading this issue and welcome any comments you may have. We would be delighted to talk with you in more detail about the work we have been doing with our clients and any of the other services we offer to support organisations to achieve the best from their people.

DP an Accredited ILM Centre

Coaching Skills qualifications from the Institute of Leadership and Management (ILM)

At the Development Partnership, we recognise that coaching is an integral skill for anyone in a leadership or managerial role, which empowers, enables and energises individual managers to become more competent in developing and releasing potential in others. An increasing number of organisations are seeing the value of their staff gaining a recognised coaching qualification.

We now offer an accredited Level 5 Diploma in Management Coaching and Mentoring from the ILM. We are also accredited to offer the Level 3 Certificate in Coaching and Endorsed Programme in Coaching.

In addition, to continue to support our staff and be competitive in the market place, we are ensuring that our partners and associates invest time and effort into continuing their own professional development, and 10 of our colleagues have now gained the ILM Level 5 Diploma in Coaching.

The ILM Diploma Programme includes:

A workbook with all the information needed to complete the programme, including distance learning materials, diagnostics and coaching information to build a portfolio of evidence towards the qualification. It is a "one-stop" manual to develop, delegates' knowledge and skills. 45 guided learning hours led by two

accredited coaches, plus a personal one hour 1to1 coaching session.



Four days of tutor based learning in a classroom environment, which provides the opportunity to engage in discussion, debate issues, take part in practical exercises and to network with others.

A coaching diary - a reflective log recording 12 hours of practical workplace coaching, responses and feedback from those you coach, and personal reflections to identify areas for improvement.

Completion of a work based assignment, which assesses achievement of workshop learning.

Studying membership of the ILM providing access to study guides, e-Edge on-line magazine and career development.

ILM Diploma accreditation within the National Qualifications Framework (NVQ) for England, Wales and Northern Ireland.

If you would like to know more please contact Fariyal Khatri, fariyal@the-dp.co.uk

DP Focus...

Julia Duncan



Julia combines a busy working life with her family commitments. Her husband, Chris, is project managing the makeover of two small houses in their home town of Tavistock in Devon and he also supports Julia while she is away on business - assisting with DP project work as well as running around after their two children, Jamie and Lizzie.

Jamie is a keen sportsman, into rugby and cricket and Lizzie is into drama and singing, so keeping up

with their activities takes up much of Julia's time outside of work! However, Julia is pretty organised and manages to ensure they have a great social life with friends and family.

Professionally, Julia successfully completed the Prince 2 Project Management course in late 2006. Like David, as her first formal exam in over 30 years, it was a somewhat terrifying experience but thankfully she too passed. Julia is just completing her formal coaching qualification, the ILM Diploma in Coaching and Mentoring skills, an area of work that she is passionate about. A great skill to deploy, both at work and with the family!

Coaching for the Forensic Science Service

DP design an endorsed ILM coaching programme for the Forensic Science Service

A certificate in coaching from a recognised awarding body was the key driver for this programme, which the Development Partnership designed for the Forensic Science Service (FSS). We identified the Institute of Leadership and Management (ILM) as the preferred coaching qualification provider, as they had the ability to accredit and endorse pragmatic, practical programmes at a very competitive cost compared to the more formal academic routes.

The main objectives of the FSS Forensic Scientist coaching programme were to ensure that forensic scientists were:

Equipped with the essential coaching skills needed for them to effectively support their staff in reaching their full potential

Competent and confident in applying the skills, behaviours and techniques involved in coaching peers and fellow scientists

Better able to identify both the technical and behavioural development needs of their staff, and able to support them to develop and improve their performance within the laboratory

Able to conduct a review and feedback process to ensure continuous improvement and development of scientific coaching for trainees in the laboratory environment

Some of the forensic scientists (and the organisation) wanted to continue to become more proficient in coaching as they took on responsibility for staff and as they were promoted to management positions. Therefore, the programme was constructed to support those scientists who wished to not only further develop effective coaching skills, but also to develop their managerial competence.

All the Development Partnership coaches are experienced in coaching across a range of different industries and those who delivered the programme were proficient in their knowledge and expertise of coaching and coaching techniques, and were



experienced in tutoring on coaching programmes. This created added value, as they were able to enhance the learning of participants by combining the ability to train and guide participants' learning as well as providing real life examples of coaching experiences.

The programme was initially designed for scientists to gain an Endorsed Award in coaching skills. The achievement of the formal qualification Certificate in Coaching Skills involved a more demanding programme where participants build on the evidence from the Endorsed Award and continue their coaching development to obtain the ILM Level 3 Certificate in Coaching, a qualification that falls within the National Qualifications Framework. This included one further tutor based training day and the completion of a work-based assignment. This progressive option therefore allowed for the flexible development of the coaching programme for both individuals and the Forensic Science Service.

For more information about the programme and the services we offer - please contact Julia Duncan at juliad@the-dp.co.uk

Fariyal Khatri



In the last year, Fariyal has settled into her Business Manager role at DP. She gained her Prince 2 Foundation in Project Management and is due to complete her qualification for the Diploma in Management Coaching and Mentoring from the ILM in September.

Since DP relocated to central London in March 2006, Fariyal has loved the buzz of being based in Covent Garden and having a vast array of cinemas

and theatres on the doorstep, giving her ample inspiration to pursue and explore her other creative interests.

She has taken French lessons, coordinated a 10-day children's camp for 6 - 14 year olds in Hampshire, and is learning to dance the Tango at the local Pineapple Dance studios.

She is also currently writing a novel, a semi-autobiographical story based in Sarajevo a few years after the Dayton Peace Agreement was signed in 1995.

Development Partnership Celebrates 15 Years

Celebrating with Mythodrama at Shakespeare's Globe Theatre

It's a remarkable achievement that The Development Partnership has now been in business for 15 years! We wanted to mark the occasion by thanking all our clients, who have supported us and enabled us to become the successful business we are today.

In line with our focus on developing leaders, we thought it fitting to host a workshop on Influential Leadership. Our growing interest in incorporating the Arts into development activities led us to select Olivier Mythodrama to run our event at The Globe Theatre.

The Globe Theatre is a great location and, for us, it was also an important symbol for excellence and creativity and a reminder of the valuable role theatre can play in development activities. We regularly use actors as role players for our assessment and development centres, as well as in creating interactive case studies for our development workshops.

Using Shakespeare's Julius Caesar as our reference point, we took part in a series of discussions and exercises designed to get us thinking more deeply about how we exert influence and our preferred style of influencing others. This also encouraged us to reflect on the challenges of leadership and heightened our awareness of the impact of our behaviour on others. All this was achieved amongst much laughter and a strong sense of



team-working.

We concluded our very enjoyable afternoon with an evening of celebratory drinks and canapés, whilst taking in the very fine view from the Globe across the River Thames to St Paul's Cathedral. If you haven't yet experienced the Globe, we would urge you to go along. If you are interested in using the Arts to enhance your development programmes and to challenge your leaders with a different perspective, then please contact Amanda Maclean at amandam@the-dp.co.uk

Surveying Government Office Skills

DP support the nine Government Offices in England with major transition programme

The Development Partnership has been supporting the nine Government Offices in England to implement a major transition programme, moving to a new role and different ways of working. We are helping seven of the Offices take stock of staff skills and identify the capabilities staff at all levels will need in the future.

In 2006, the Treasury conducted a review of Government Offices, which recommended important changes in their role, particularly the way they work with local stakeholders and influence policy makers in Whitehall. Following the Treasury study, each Government Office conducted a review of its organisation and is implementing a new structure, with new roles that require new skills. We are working with the HR business partner teams in each Office to identify a checklist of skills and support an online self-assessment by staff against the checklist. So far, we have completed surveys in three Offices and have four more starting over the summer.

The self-assessment process asks all staff to assess their level of capability and the degree to which they are currently using these skills, as well as identifying their particular areas of expertise and learning preferences. Once each person has assessed their skills online, they discuss their assessment with their manager to ensure they have taken account of all their skills and then update their online assessments in the light of that discussion.

The output from the survey is a grade by grade and Directorate based assessment of areas of expertise and development needs. This is being used to identify future development programmes needed to ensure that the staff have the capability for their new role in each Office. Priorities that have emerged so far include strengthening negotiating and influencing skills and an understanding of local government to ensure they deliver on local partnerships.

Contact David Vere at davidv@the-dp.co.uk

Sailing the World - Clipper Style

Lessons to be learnt for leaders and teams from the challenge of ocean racing

Last year David Vere took part in two legs of the Clipper Round the World Yacht race. The first from Fremantle in Western Australia to the Philippines via Singapore and the second from Jamaica to Liverpool via New York and St Helier. He reflects on the lessons learnt and how they can translate to leaders and teams on dry land.

Clipper Victoria Canada is a 70 foot ocean racing yacht with a crew of 16, racing in a fleet of 10 identical boats all with amateur crews and a professional skipper. The crew comprises *round the worlders* doing the full 36,000 mile circumnavigation and *leggers* doing one or more of the 7 legs (or stages) of the race.

The crew was organised in two teams or watches - Maple and Orca - sailing the boat four hours on and four hours off, 24 hours a day. Each day, one member of each watch was allocated to mother-watch - the HR department for the boat. Their role was to clean the boat and provide the right sustenance at the right time to meet the crew's needs and provide backup at any time of night or day to the crew on deck

So what makes a successful racing crew?

A shared goal - do we want to win, or do we want to have fun and enjoy the comradeship? The podium place crews focused relentlessly on the win, those at the back of the fleet often had a lot of fun, the middle crews managed to do both reasonably well. Victoria Clipper finished 6th.....

A successful skipper needs to combine sailing expertise, obsessive care of the boat, a focus on safety and highly tuned emotional intelligence. Neglect any of these and he/she performs sloppy (and place-losing) manoeuvres, breaks the boat, injures a crew member or neglects involvement, morale and happiness, or all four. Thankfully most of the Clipper skippers had these in spades - as well as a very broad vocabulary!

A competent, confident, active crew on board to sail the boat safely and fast, take the right decisions quickly and give full attention to speed, course and trim (i.e. getting the best from the particular sail plan or configuration). For example, when the helm - our watch leader Laura - shouted out off Holyhead, 'I think we have broken the steering', everyone needed to know exactly what to do ...and fast.

Open communication to give feedback, reflect on crew practice and improvement, and most important of all, handle conflict. Fascinatingly, living in such a small space requires a very high degree of tolerance of your fellow man - considerate, helpful and supportive crew colleagues are essential. So don't shine a light in their face, tread on them in their bunk when climbing into yours or throw half a sail full of sea water on their bunk, especially if they are asleep. You need to look out for the person who is cold, wet and tired and provide some well earned human warmth and support and make sure they don't do anything to injure themselves.

Time out - and alone - onshore to recharge your batteries, get clean, eat real meat and catch up on sleep. When you get a shower once a week and live on pasta, noodles and rice based packet food, luxury is cheap.

Time together on shore to have fun, let your hair down and party till the early hours. The Hard Rock Café in the Philippines culminated with the whole crew on stage with the Carlos Santana look-alike tribute band jamming to Black Magic Woman.

Involve the folks back home. Victoria invested a lot of time throughout the race in running a daily blog, with photos, for friends and family who followed the race avidly, and to keep the leggers on their toes for when they joined the boat and in the team when they left it.

Think about your team (crew) or your role as a leader (skipper) and ask if you are doing the things that make a successful racing crew!

DP Focus...

Amanda Maclean



Amanda's spare time has been taken up with house hunting. Her aim was to be within 5 minutes of the sea and, after much searching, she finally found somewhere in Whitstable. It is, of course, virtually uninhabitable so she's using her project management skills to co-ordinate a host of trades people who will transform it into a family home.

On the personal development front, she is greatly enjoying the ILM Diploma in Coaching and Mentoring and believes her coaching practice has benefited already. She has also, finally, got underway with completing her Logbook for becoming a Chartered Psychologist, having had the first entries signed off last autumn. As soon as she can locate the boxes where all her files are packed away, she will continue.

David Vere



Since returning from the Clipper Round the World Yacht race, David Vere has continued to develop his sailing skills. He recently acquired a RYA Day Skipper Certificate, allowing him to take out boats

on his own. Unusually, for a day skipper, he already has logged over 10,000 sea miles. As the first acid test David is taking the family sailing in Croatia this summer.

In a further search for qualifications, David also successfully completed the Prince 2 Project Management course in late 2006, consolidating his extensive project management experience. This was the first formal exam David had taken for over 30 years, although his exam nerves were soothed by Julia and Lindsay also sitting the exam. We won't say who came top!

DP Focus.. A day in the life of Lindsay Beaton

DP Partner Lindsay Beaton reveals all about her job



At the moment I'm working on...

1. The development of core and specialist competence frameworks and a revised performance management system for the Office of Rail Regulation. We're producing the first draft and then we'll be taking that around the country to ask staff for their views, before we roll out the training.

2. Supporting a major change programme in a national voluntary sector organisation. We started working with this organisation by running a development programme for senior managers and then, when external factors led to the need for change, we designed and delivered training in managing change for the Board and Change Agents

3. Coaching members of the SCS to tackle a range of issues senior managers face - including achieving work/life balance

4. Designing and delivering training in customer relationship management to managers in a government department central Response Centre, helping them understand the customer experience and build their influencing skills in working with senior stakeholders.

The best thing about my job is...

Meeting people who do so many different jobs. Government reaches into all parts of our lives, so working for government clients means I learn about many fascinating and unexpected

things. I've travelled to Toronto and Milan to talk to the people supporting UK trade and investment; worked with the people who maintained the Green Goddess fire engines; evaluated the system for promoting police officers; learned how rail safety is managed, and run a workshop with egg inspectors.

One of the funniest moments was...

Reviewing the videos that participants on a National Audit Office development programme produced as an exercise in teamwork and to summarise their learning. Believe me, there is every reason to link "accountant" and "creativity".

The most challenging aspect of my job is..

Fitting it all in! I really enjoy the variety of working on several projects at once, but it certainly challenges my time management skills.

When I am not working for the Development Partnership's clients I am...

Spending a lot of time leading a project in a local nature reserve, working out the pros, cons and methods of releasing a stream from its culvert to run free through the woods.

You know me as a consultant but in another life I'd have been...

I've had a few jobs - nurse, diplomat, sales rep, van driver and crankshaft grinder. And at one time, I was on track to become a lecturer in Scottish mediaeval history.

Highlights and Current Projects for 2007

ISO 9001 Certification

We have achieved ISO 9001:2000 Quality Assurance certification. The certification allowed us the opportunity to formalise and structure our process of quality assurance, which we have been practising since The Development Partnership was formed over 15 years ago. The certificate is reassessed annually to ensure that we continue to maintain our high standards in the provision of HR consultancy, organisational development, recruitment and assessment services.

Launch of new DP Website

In May we launched the new DP website. We are delighted with the fresh and energetic look, which also provides accessible and clear information about all our services. We plan to introduce a Development Zone, where clients and associates will be able to use innovative

online tools for their own development and learning.

Current Projects include:

A modular programme of workbook, workshops and accreditation process for training internal facilitators for the Office of Fair Trading.

Training for the Level 5 NVQ coaching and mentoring qualification for internal and invited external clients.

Coaching programmes for SCS members in the Cabinet Office, Department for Communities and Local Government, Scottish Executive and the Rural Payments Agency.

360 degree feedback programmes for DWP and ACEVO.

Assessment Centres for the selection of senior management posts for the Land Registry.

Bespoke Development Centres for the senior lawyers in a major national legal services firm.

Get in Touch

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